



## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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September 30, 2010

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Donald H. Blevins *DB cce*  
Chief Probation Officer

Subject: **STATUS REPORT ON PROBATION DEPARTMENT ITEM CONTROL PROJECT**

On June 7, 2010, during the FY 2010-11 Budget Deliberations, the Board discussed Probation's inability to fully account for the expenditure of \$79 million appropriated to the Department to address issues raised by the Department of Justice concerning services provided to youth at the juvenile halls as well as other program enhancements. In addition, the need to reconcile the Probation Department's Item Control was discussed. The Chief Executive Office indicated that they were working aggressively with Probation to reconcile the Item Control by September 2010.

### Overview:

The Department of Human Resources (DHR) and the Probation Department have been working together to update the current departmental Item Control that accurately reflects the Department's structure and employee assignments. The Chief Executive Office (CEO), the Auditor-Controller, the Sheriff's Department (Sheriff) and various other County departments have also provided assistance in this project.

As of this date, the Department's Item Control information has been reviewed by DHR and Probation and updated to reflect actual employee assignments. As of September 24, 2010, CWTAPPS has been updated and has enabled the Department to generate our first run of an item Control incorporating all of the revisions that have resulted in identifying actual employee assignments. There are now no employees assigned to Pay Location 099, and all employees are reflected on the Item Control in an assigned work unit. As your Board knows, the departmental Item Control has historically not been accurate. For example, employees out on industrial accident leave were assigned to Pay Location 099 where these employees were not recognized as encumbering a budgeted position and contributed to creating the departments over hires. Various structural issues have also been identified and corrective action taken to support the development and on-going maintenance of a sound Item Control.



The following sections of this report outlines (1) the various actions taken to date in Phase I of the Item Control Project to generate a complete and accurate Item Control, and to provide additional enhancements to the document to assist the Department in addressing identified operational issues, and (2) actions to be taken in Phase II.

**Phase I of the Item Control Project:**

During Phase I of the Probation Item Control Project, the following actions were completed. Phase I is 100% completed and Phase II of the project has begun.

- Work Site Locations Structure: All Probation facility locations were validated in CWTAPPS as having an assigned Work Site Code and that the address reflected for the location was correct; corrective action was taken where needed to ensure the Work Site Location structure was in place and correct.
- Pay Location Structure: It was determined that a complete restructuring of the Department's Pay Location Codes was needed. For each Probation work site, new Pay Location Codes were created and assigned to the various Probation work units within each physical work site location.

Every Probation employee was assigned a new Work Site Location Code and a new Pay Location Code based on where each employee actually worked as identified by each Bureau. These changes were entered into CWTAPPS and were utilized to create the employee listing by work location. As described further below, this information was utilized by the Auditor-Controller to conduct the Probation employee interviews during July and August 2010.

As of March 2010, the Department had 246 employees assigned to Pay Location 099. There are now no employees assigned to Pay Location 099, and all employees are reflected on the Item Control in an assigned work unit.

- Auditor-Controller Employee Interviews: As referred to above, based on the updated list of work locations and assignments of all Probation employees, the Auditor-Controller lead a project with assistance from 22 County departments including the CEO, DHR, Sheriff, and numerous other County departments to interview every Probation employee. The outcome of the Auditor-Controller employee interviews to determine whether there are any ghost employees on the Probation payroll will be provided to your Board in a separate report from the Auditor-Controller.

In addition, information obtained by the Auditor-Controller during the employee interviews was analyzed by DHR and Probation. Employees provided information on their actual work location, the actual work location of their supervisor, the unit they are assigned to work, the name of their supervisor, and the frequency of telecommuting, if applicable. This information was used to validate the accuracy of the assignments of employees on the new Item Control, and to make corrections where needed.

- Additional Item Control Enhancements: Additional fields have been added to the Item Control Report to reflect by individual employee and by facility location those employees who are either (1) on leave, i.e. out on medical leave, FMLA leave, workers compensation, etc., (2) have work restrictions, or (3) are on intermittent FMLA. This will enable the Department to better manage its workforce as a result of having an accurate Item Control.

**Phase II of the Item Control Project:**

Phase II of the Item Control Project has now begun. It is anticipated that all review and troubleshooting with the running of the Item Control report will be completed and identified issues corrected by no later than Monday, October 18, 2010. An analysis of the assignment of employees will be conducted and will include the calculation of various statistics that impact the workforce available to the departmental operations, such as the number of employees by facility on leave or with work restrictions, and the identification of various issues needing corrective actions. Areas that may need corrective actions developed include over hires of employees, long-term loans of staff and/or budgeted positions between Bureaus or facilities, employee assignments that do not belong within the assigned classification structure of their current assignment, and long-term vacant ordinance only items allocated to the Department. The analysis will also include a review of the employees that may be telecommuting and a verification of departmental records that requirements for employees who telecommute are being met. Completion of Phase II will enable the Department to analyze its existing resources to better align them with departmental priorities. The feasibility of adding additional enhancements to the Item Control will also be explored in order to add funding information by budgeted position and reflect loan/borrows between work units in a clearer formatting.

**Conclusion:**

The Department will continue to work with DHR to complete the Item Control Project and will provide your Board with another status update by October 31, 2010. If you have any questions, you may contact me or your staff may contact Chief Deputy Cal Remington at (562) 940-2851.

DB:CR:yb

c: Executive Office, Board of Supervisors  
Chief Executive Office  
County Counsel  
Auditor-Controller  
Department of Human Resources